

Chance

THIS CARD MAY BE KEPT
UNTIL NEEDED OR SOLD

GET OUT OF JAIL
FREE



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UKIT Town Hall Meeting October 2009

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This is a living document subject to substantial revision.

Background

■ Some interesting facts

- Family background is agriculture (greenhouses)
- Married for 24 years, 2 kids (no dog)
- Areas of undergraduate work: studio art, communications, computer science
- Areas of graduate work: information systems (M.S.), the psychology of processing visuals (PhD nearing completion)
- 3rd degree black belt, Tae Kwon Do, instructor for 30 years
- Prior jobs included: newspaper reporter, retail management, IT (corporate & consulting), entrepreneur, adjunct faculty, author, CIO
- *Where computing, culture and cognition meet!*

■ What is my passion?

- Excellence
- Contribution to something bigger
- Teamwork
- Talent development

Was an architecture
review done on IPMS?

*ROI? NPV? Business Cases?
Prioritization? Dates?
Really?*

Who is my boss?

Do I need to pack my
stuff and move
somewhere?

ITIL – What is it? Do
we really need it?

I heard 630 Broadway is
disappearing...

Someone called
Karen Willmott a
process Nazi

Concerns

But I don't like Blue
Sky scenarios.

What if my passion is
chocolate?

*Sunshine people,
scrubbing bubbles
and BRILLO PADS!*

Time entry?
HA!

Leadership
development?
Learning plans?
What next?

**Kathy H does
not eat red.**

*Quality-shmality. I am an artiste!
You can't put me in a business
process! The project will be
done when the muse inspires!*

**EAG, OIG, CEO, PAF,
IAG, IOG, EAD, AAR
OMG!**

I saw Tim and Vince at
dinner together! And
they were laughing

A clever game of
Chinese checkers

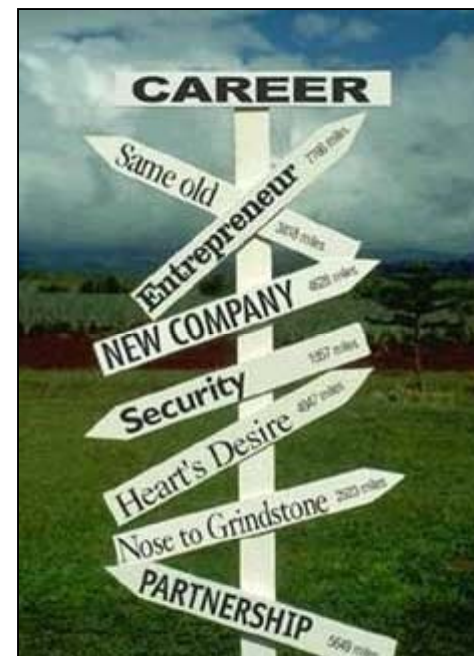
Out of our comfort zone

Yes-

- Uncertainty and anxiety abound
- Governments and the private sector are both reeling
- The pace of technical change is not slackening

But-

- We are not alone. Everyone on the planet is in the same situation
- Opportunities await the willing



How do we channel our anxiety?

Through understanding and determination...

QUESTIONS SO FAR?

(YES THERE IS MORE)

One goal

To help the university become a Top 20 research institution by becoming

A Top 20 IT Organization

Three Themes

1. Shape the future
 - Information technology is evolving quickly. UK needs to develop forward-looking plans that can anticipate and leverage IT trends and contribute to the university's strategic plan and Top 20 goals. UK may be lagging behind benchmark institutions in research and teaching technologies. Begin executing elements of the plans appropriately.
2. Collaborate across the enterprise
 - Achieving great IT cost/performance requires sharing IT plans widely, breaking down silos, adopting federated governance models, investing in organizational capital, and deftly coordinating IT support activities across several decentralized units. Potential collaboration inside UK and across the state can be a unique advantage for UK relative to benchmark institutions.
3. "Tighten up" IT
 - To effectively manage growing IT demands with shrinking funds, the UKIT organizational practices need to move from good to great. We need to rely on group best practice, not just individual best effort. Few higher education institutions aggressively adopt rigorously assessed IT practices. This will help us do more with less.

We have to fight the five IT Uglies

1. Siloism
 - Poor communication, lack of sharing, little teamwork, duplicate/isolated systems, redundant/uncoordinated IT processes
2. Shoddy planning
 - Short-term thinking, fuzzy dates, insufficient detail, avoidance of hard thinking, unclear vision of how benefits will be created,
3. Employee burnout
 - Best effort dominates over best practice, inability to prioritize, always reactive, not proactive, insufficient employee development, lack of mentoring, little honest feedback
4. Techno-centricity
 - Fascination with IT as a silver bullet, over-identification with the IT tool, lack of focus on the organizational strategy, blaming the tool versus looking at the tool maker/user skill
5. Excessive pride
 - Not invented here syndrome, not admitting we don't know, not acknowledging and celebrating others who know more, avoidance of best practice

The treatment for the IT uglies

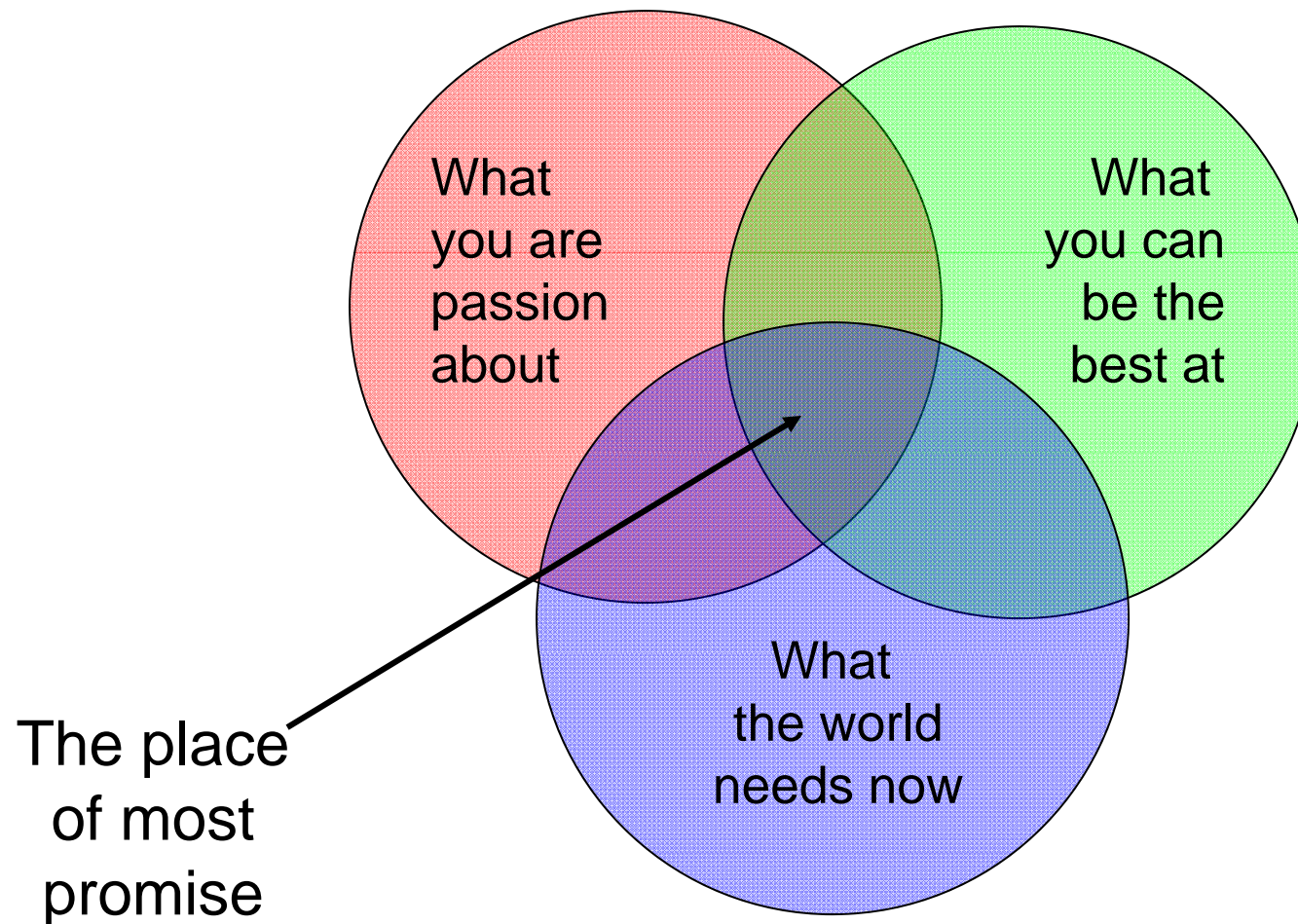
- Teamwork, teamwork, teamwork! Trust, trust, trust!
- Inquiry and understanding!
- Discipline in all the small things!
- Facing the brutal facts, whatever they may be!
- Taking risks, brushing ourselves off and getting back on the horse!
- Relentless focus on team skill development!
- Creativity, ingenuity, adroitness!
- High expectations, big goals!

Money, money, money

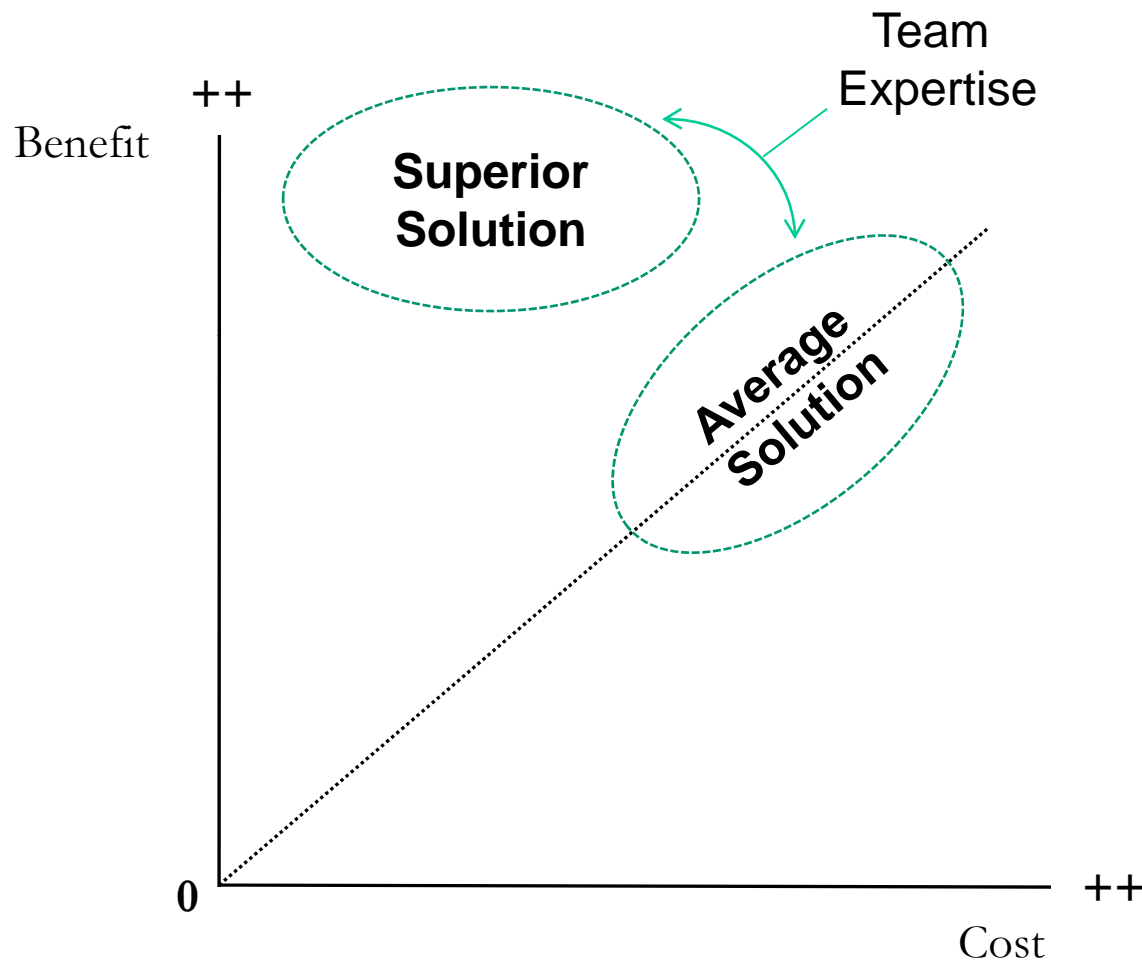
- Yes it takes resources (money) to accomplish great things
- But the human mind is a force multiplier
- In knowledge work, team productivity varies by as much as 5:1
- This means a team of 200 can accomplish what a team of 1000 does!
- By team, I mean everyone
 - All of IT, all our internal clients



A model for personal and team productivity



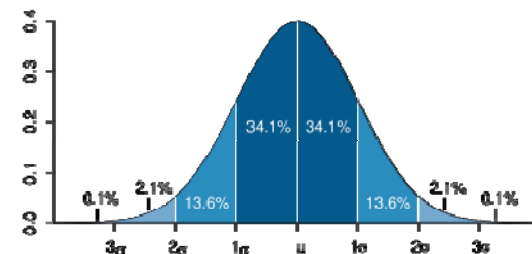
Knowledge worker productivity put another way



Team Expertise =

- ++ Passion
- ++ Passion/role alignment
- ++ Team/passion ensemble
- ++ Team self-assessment

Can individuals and teams accept being average?



QUESTIONS SO FAR?

Let's review the plan ahead

- Yearly goal setting
- Clear alignment with university's strategic plan; academic, research and healthcare mission
- Collaboration and co-creation with the community
- UKIT organizational development

UKIT 2009-2010 Goals

1. Deliver an IT strategic plan by 12/15/09
 - Cyberinfrastructure & data center plan
 - Enterprise software plan
 - Facilities and IT plan
 - Data warehousing and analytics plan
 - Ubiquitous computing plan
 - IT Funding model
2. Establish a vibrant Dean's IT group. Help it make significant contributions to the IT strategic plan by 12/15/09
3. Achieve reorganization position moves as planned
4. With UKHC IT, begin an annual IT cost savings program. By 01/15/09, identify \$500,000 for year 1
5. Begin leadership development. Start six UKIT people, staggered, by 6/30/10
6. Begin ITIL implementation by 10/15/09. Hire a TQM leader by 12/15/09. Engage a TQM consultant/coach by 9/15/09
7. Establish the innovation group by 9/1/09
8. Complete by 7/31/09 and begin implementation of the UKIT customer service roadmap by 9/1/09
9. Develop an overall UK IT governance model by 6/30/10
10. Provide technology to help with Gen Ed assessment and with IT solutions to help with teaching Gen Ed courses
11. Complete College of Nursing EAD by 8/15/09, complete two more EADs by 6/30/10
12. Establish a UKIT program review survey (EAD)
13. Implement time entry, project portfolio tracking by 9/30/09
14. Deliver CNS work on the PCF, Good Sam projects
15. Complete data center work at McVey, secure data center space
16. Renegotiate Dell and OfficeMax contracts for potential in \$1,000,000+ in savings
17. Establish regular stakeholder meetings with Senior IT Management and university leadership. Strengthen relationships and improve the dialog
18. Deliver continual DW/BI improvements that help institutional research, enrollment management and other stakeholders
19. Improve throughput within ASG by better prioritization, better planning within business units and best practice adoption on control over the system development process
20. Improve four processes by which enterprise software can help automate, simplify and save significant time
 - Patent management processes
 - Certification and training tracking for staff, faculty
 - Grant pre-approvals workflow, grant processing
 - Support potential BPR for payroll and supply chain management

IT contributions to UK's strategic plan

- **Strategy 3.5.1** Establish and improve robust partnerships between Information Technology and campus constituencies
- **Strategy 3.5.2** Build a sustainable funding model for developing information technology resources.
- **Strategy 3.5.3** Leverage the University's Enterprise Resource Planning system (IRIS) to simplify and automate key University business processes and help improve business unit productivity and accountability.
- **Strategy 3.5.4** Provide superior analytic and business intelligence infrastructure and end-user tools that improve decision-making processes.
- **Metric 3-5.** Achieve parity commensurate with Top 20 public research universities for information technology solutions and service

Likely IT involvement with the strategic plan

- **Strategy 1.1.2** Review, revise and refine University and college-based merit- and need-based financial aid strategies to increase yield and enhance diversity.
- **Strategy 1.2.3** Expand efforts to monitor student progress toward degree completion and implement a robust set of intervention and support strategies.
- **Strategy 1.3.1** Revise and implement a new undergraduate General Education Curriculum that addresses well-articulated learning outcomes.
- **Strategy 1.3.3** Expand instructional development opportunities focused on innovative pedagogies that focus on active learning, effective use of technology, and assessment; implement research-based curricular enhancements to facilitate continuous improvement in student learning.
- **Strategy 1.4.1** Maximize access to University courses and programs through efficient and innovative use of space and technology
- **Strategy 2.2.5** Ensure that the level of administrative and support services are sufficient to meet the needs of a growing research enterprise.
- **Strategy 3.8.1** Continue classroom and research laboratory renovations and upgrade, and modernization of residence halls.
- **Strategy 3.8.3** Develop office and research lab space design guidelines and apply them to future university construction projects.
- **Strategy 3.8.4** Implement a more streamlined process for building class schedules and classroom schedules to improve efficiency of classroom utilization.
- **Strategy 4.1.2** Adopt an organizational structure that makes explicit the shared responsibility of the entire community for inclusive excellence.
- **Strategy 5.2.2** Implement a community query and response portal for accessing university expertise.

QUESTIONS SO FAR?

Progress on UKIT goals

1. Deliver an IT strategic plan by 12/15/09 –
 - On target, meetings proceeding, documents
2. Establish a vibrant Dean's IT group. Help it make significant contributions to the IT strategic plan by 12/15/09
 - On target
3. Achieve reorganization position moves as planned
 - PMO, EAG, EOC, PAF, IOG changes
4. With UKHC IT, begin an annual IT cost savings program. By 01/15/09, identify \$500,000 for year 1
 - Project shell created. Research started in IOG
5. Begin leadership development. Start six UKIT people, staggered, by 6/30/10
 - Karen, Kathy started, Cody slated next
6. Begin ITIL implementation by 10/15/09. Hire a TQM leader by 12/15/09. Engage a TQM consultant/coach by 9/15/09
 - Implementation started 9/1. TQM leader hire delayed. Using part-time employee. TQM RFP was released 9/19
7. Establish the innovation group by 9/1/09
 - In progress
8. Complete by 7/31/09 and begin implementation of the UKIT customer service roadmap by 9/1/09
 - Roadmap complete, project underway. Discussions of merger with UK Healthcare has begun
9. Develop an overall UK IT governance model by 6/30/10
 - Architecture review group and deans IT formed. EAG coordinating committee membership revised and decision framework revisions started
10. Provide technology to help with Gen Ed assessment and with IT solutions to help with teaching Gen Ed courses
 - Solution analysis and design has started in July, 2009
11. Complete College of Nursing EAD by 8/15/09, complete two more EADs by 6/30/10
 - CON EAD underway in August, 2009. Complete in October, 2009
12. Establish a UKIT program review survey (EAD)
 - Not started
13. Implement time entry, project portfolio tracking by 9/30/09
 - On target for October 1, 2009
14. Deliver CNS work on the PCF, Good Sam projects
 - On target

Progress on UKIT goals

15. Complete data center work at McVey, secure data center space
 - Proceeding, but with some delay. To be completed by June 2010
16. Renegotiate Dell and OfficeMax contracts for potential in \$1,000,000+ in savings
 - Dell contract nearly complete, \$600,000 savings. OfficeMax contract is underway.
17. Establish regular stakeholder meetings with Senior IT Management and university leadership. Strengthen relationships and improve the dialog
 - Relationships assigned, discussions and meetings have begun and are being tracked
18. Deliver continual DW/BI improvements that help institutional research, enrollment management and other stakeholders
 - Digital footprints project starting. Continual list of BI improvements includes: ???
19. Improve throughput within ASG by better prioritization, better planning within business units and best practice adoption on control over the system development process
 - Prioritization scheme developed in August, 2009. Coordinating committee buy in secured in August, 2009. EAG reorganization underway. PMO contributions beginning
20. Improve four processes by which enterprise software can help automate, simplify and save significant time
 - Patent management processes
 - Certification and training tracking for staff, faculty
 - Grant pre-approvals workflow, grant processing
 - Project has started
 - Support potential BPR for payroll and supply chain management
 - EAG and Procurement have been examining a solution for procurement . Pilot study complete.

UKIT progress on the strategic plan

- **Strategy 3.5.1** Establish and improve robust partnerships between Information Technology and campus constituencies
 - Deans' IT groups have been established and meeting regularly to develop the UKIT unit strategic plan
 - CIO senior management group has been assigned relationships across the enterprise with periodic meetings scheduled
 - UKIT hired an internal person to manage UKIT communications with campus constituents
 - An enterprise architecture review group has been established to make IT recommendations. Representatives include TASC and Healthcare
 - A representative from TASC has been added to the UKIT senior management group meetings
 - UKIT helped College of Nursing with an assessment of faculty experience with technology support
 - CIO and CIO Healthcare meet regularly

- **Strategy 3.5.2** Build a sustainable funding model for developing information technology resources.
 - In progress as part of the UKIT unit plans.

- **Strategy 3.5.3** Leverage the University's Enterprise Resource Planning system (IRIS) to simplify and automate key University business processes and help improve business unit productivity and accountability.
 - ASG has been reorganized and renamed EAG to manage all enterprise software and BI
 - The IRIS coordinating committee membership has been expanded to include the VP of research and the AP for Academic administration
 - All EAG projects have been enumerated, prioritized and shared with stakeholders, increasing transparency and helping planning
 - As part of the EAG reorg, freed up a position for SLCM lead, enabling EM to proceed with a nation-wide search for this key position

- **Strategy 3.5.4** Provide superior analytic and business intelligence infrastructure and end-user tools that improve decision-making processes.
 - Ongoing enhancements including Hobson's data integration for recruitment
 - Developed an Enrollment Management dashboard. Awaiting acceptance testing and roll-out.

UKIT progress on the strategic plan

- **Strategy 1.2.3** Expand efforts to monitor student progress toward degree completion and implement a robust set of intervention and support strategies.
 - CIO has been involved with Institutional Research and Enrollment Management, encouraging use of more automated early detection
 - UKIT has started the creation of data warehouse improvement plan to better facilitate degree completion analytics

- **Strategy 1.3.3** Expand instructional development opportunities focused on innovative pedagogies that focus on active learning, effective use of technology, and assessment; implement research-based curricular enhancements to facilitate continuous improvement in student learning.
 - UKIT is building, with TASC and the Director of Assessment, tools to assist with general education assessment
 - UKIT is working with TASC on increasing the number of courses created in Blackboard to respond to H1N1

- **Strategy 2.2.5** Ensure that the level of administrative and support services are sufficient to meet the needs of a growing research enterprise.
 - UKIT completed an assessment of IT support capabilities and is implementing a comprehensive reorganization and improvement of UKIT support capabilities. UKIT is working closely with UK Healthcare on this, preparing for some merged support operations in the future
 - UKIT is completing an assessment of IT support capabilities within the College of Nursing. Thus customer experience assessment will develop plans for improving multi-unit (TASC, UKIT, UK Healthcare IT and CON IT) support for faculty.

- **Strategy 3.8.1** Continue classroom and research laboratory renovations and upgrade, and modernization of residence halls.
 - The UKIT strategic planning process has been soliciting ideas from the colleges on facilities and IT planning

Collaboration and governance

- Deans' IT groups have been established and meeting regularly to develop the UKIT unit strategic plan
- CIO senior management group has been assigned relationships across the enterprise with regular meetings and communications scheduled
- UKIT hired an internal person to manage UKIT communications with campus constituents
- An enterprise architecture review group has been established and is meeting regularly to make IT recommendations. Representatives include TASC and Healthcare.
- A representative from TASC has been added to the UKIT senior management group meetings
- UKIT helped College of Nursing with an assessment of faculty experience with technology support
- CIO and CIO Healthcare meet regularly, jointly authored a data center strategy document, plan to merge security and IT support operations for improved effectiveness and efficient use of resources
- CIO is involve with faculty review of the university computing advisory committees and suggesting improvements
- With CIO support and recommendations, IRIS coordinating committee increased membership to include two more academic representatives and EAG is now publishing and facilitating the prioritization of all enterprise software projects
- CIO educational events and town halls (TQM, EAD, PMO, EA, Business Cases, town hall)

Update on UKIT organizational development

- Customer Experience Operations has reorganized...
 - Customer service roadmap is complete. Roadmap items are in implementation.
- EAG reorganization is underway
 - BI has been included in EAG
 - Portions of Cody Bumgardner's group has merged with EAG (those people related to enterprise software)
- IAG reorganization is underway
 - Adam Recktenwald and Mark Denomme have merged portal and web site personnel for a combined group
 - Enterprise architects meet regularly and are starting to perform some architectural roles
- PAF reorganization is complete
 - PAF merged like functions previously separated between CNS and UKIT
 - A communications position was created and filled (Ashley Tabb)
- IOG reorganization is complete
 - CNS has merged with the rest of the infrastructure teams for one infrastructure group
- Leadership development and learning plans
 - PAF is developing a leadership development program in place locally. Training is scheduled for November
 - Individual learning plans for all IT staff have been assembled and will be prioritized. Top plans will be funded
- PMO office established
 - Positions being interviewed for
 - Project and time tracking system is operational

How will we measure ourselves?

- High performance [people, organizations] thrive on measures
 - IT workers are similar to performance athletes
- Key measures, from my perspective, include:
 - Stakeholder experience assessment and satisfaction
 - Students, faculty, staff, friends of UK
 - Service level agreement (SLA) performance metrics
 - Productivity metrics
 - Total IT spend as a percentage of revenue, percent of the total budget (labor, equipment) available for strategic projects
 - Strategic contribution metrics
 - Influence on key strategic measures (student retention/success, research, growth)
 - Indirect and qualitative metrics, yes. But terribly important metrics
- We will compare ourselves to our peers
 - We will get apples-to-apples comparisons
- Personal metrics
 - Each staff member can identify their own personal metric and align it to the work group!
 - When the voice of the leader is a quiet echo of your own voice, then interesting things can happen

Stop and be recognized!!!

- EAG
 - Project prioritization, SAP upgrade, BI upgrade
- PAF
 - Reorg, PMO, ITIL, communications
- CEO
 - Customer service roadmap implementation, looking ahead to UK Healthcare collaboration
- IAF
 - Architecture team development, engagement in new projects ahead, Portal/Web site move, security collaboration with UK Healthcare
- IOG
 - Merging CNS and data center together, projects galore
- Collaborators and partners
 - TASC, UK Healthcare, deans IT group, research, many others

Summarizing the approach

1. Build a foundation of teamwork, discipline and trust
2. Develop skill by adopting best practices
3. Enhance skill by measuring in a public way
4. Set clear goals and high expectations
5. Measure progress towards the goals
6. Accept challenging and honest feedback
7. Do this year in, year out
8. Have fun along the way

Speaking of fun

To address this important aspect of work, we have created a new, virtual role

MASTER OF MIRTH

(Ashley Tabb)

**In this journey, do we have as much sense
as geese?**



Lasting impression

We will all need each other to reach our goal.

How can you contribute?

How can you provide quality honking?

We in the senior leadership team pledge our tireless efforts!

“If you aren’t confused, you haven’t been paying attention.”

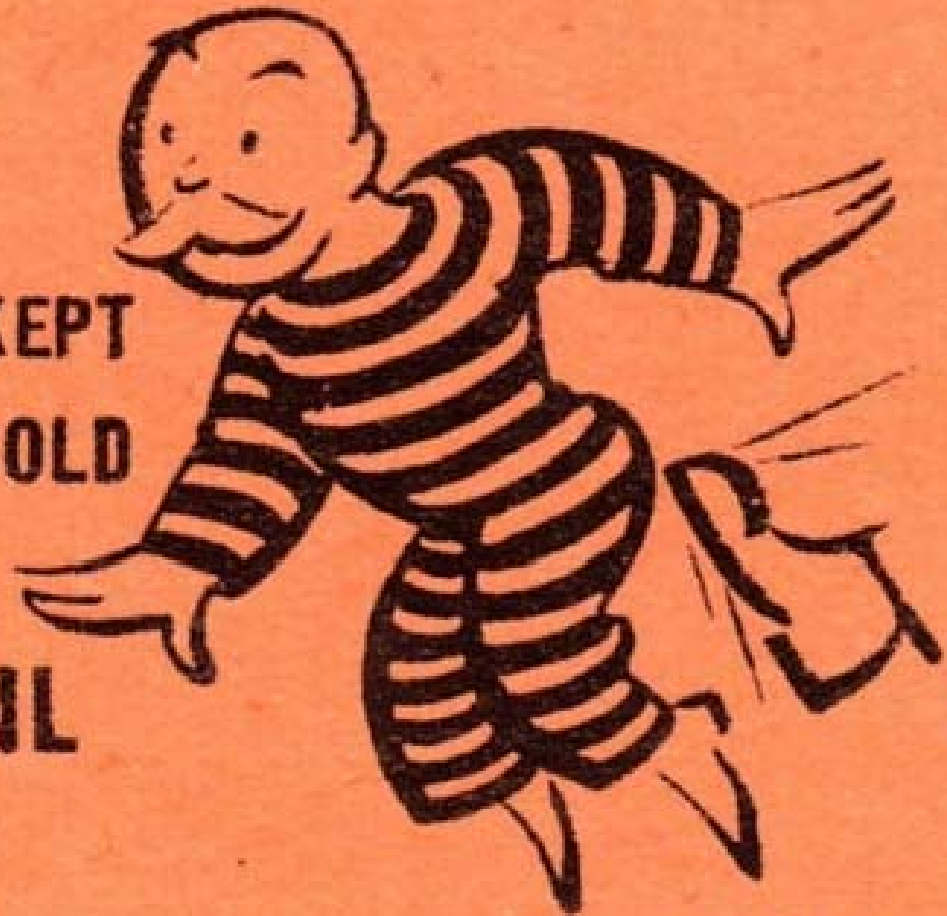
Tom Peters

QUESTIONS?

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